



## SUMMARY REPORT

---

**Agenda Date:** 4/5/2022

---

**To:** Board of Supervisors of Sonoma County  
**Department or Agency Name(s):** Department of Health Services  
**Staff Name and Phone Number:** Tina Rivera, 565-4774  
**Vote Requirement:** Majority  
**Supervisory District(s):** Countywide

**Title:**

Department of Health Services Administration Staffing Allocations

**Recommended Action:**

Adopt a personnel resolution amending the Department of Health Services allocation list, effective April 5, 2022, to add a 1.0 full-time equivalent time-limited Department Program Manager allocation through May 31, 2023; convert a 1.0 full-time equivalent time-limited Health Program Manager allocation to permanent; and delete a 0.8 full-time equivalent Health Program Manager allocation.

**Executive Summary:**

The Department of Health Services has identified a need to add a 1.0 full-time equivalent time-limited Department Program Manager allocation in the Administration Division to oversee the Department's equity work department wide. The requested position will be funded by the California Equitable Recovery Initiative (CERI) grant from the California Department of Public Health. In addition, the Department is requesting conversion of a time-limited Health Program Manager position to a permanent position. The Health Program Manager oversees a variety of strategic priorities for the Department and the County. Lastly, the Department is requesting deletion of a 0.8 full-time equivalent Health Program Manager allocation. This report provides details regarding the need, job duties, and funding of the positions.

**Discussion:**

**Department Program Manager (Equity Manager) - Add a Full-Time Equivalent Time-Limited Allocation through May 31, 2023**

The Department of Health Services has identified a need to add a Department Program Manager to serve as the Department's Equity Manager. The Equity Manager will oversee the development and implementation of Department-wide strategies to address racial and other inequities in our workplace and in our service delivery models, including implementing staff trainings, developing a health equity action plan, and leading community convenings and engagement strategies. The position will have a work plan approved within the first three months and begin executing work plan items immediately thereafter. The position will work together with the County's Office of Equity to guide Health Services' work and support countywide efforts and will collaborate with managers in the Department's divisions.

The California Department of Public Health (CDPH) has recently begun investing in local health department's to build infrastructure for equity work and has awarded the Department funding to establish this position and to oversee the execution of an equity work plan to increase the Department's capacity and resources to

improve diversity, equity, and inclusion.

The field of public service is learning that equity work cannot be done as an add-on to someone else's job. Being accountable and resourcing the work adequately are essential to the success of this work. This is evidenced by the Board's creation of the Office of Equity to help lead equity work countywide. Similarly, the Department recognizes that its history of asking staff to prioritize equity work on top of their already full workloads is not sufficient. COVID-19 has increased the awareness of the life-and-death consequences of allowing inequities to persist within our County. Establishing a leadership position focused on developing and implementing strategies to address inequities, both within Health Services and within the Department's programs, addresses the very real risk of allowing those inequities to persist.

### **Health Program Manager - Convert a 1.0 Full-Time Equivalent Time-Limited Allocation to Permanent and Delete a 0.8 Full-Time Equivalent Allocation**

The Department is requesting the conversion of a 1.0 full-time equivalent time-limited Health Program Manager to a permanent allocation. This position supports strategic planning efforts in the Department and the County. The planning team that this position oversees shares a skill set around facilitation, strategic planning, program planning, evaluation, community engagement, Board management (Continuum of Care, Health Action Council, etc.), equity design, and performance monitoring. As the Department looks to create alignment and efficiencies across its divisions, with its Safety Net partner agencies, and with the community, it makes operational sense to combine all of this work under a single, permanent leader.

The Health Program Manager will help coordinate and oversee priority projects for the Department including advancing strategic priorities and projects as articulated in the 2019-2023 Department of Health Services Strategic Plan, the Board's new Strategic Plan, and priorities like the County's homelessness response, Whole Person Care transition to the CalAIM Enhanced Care Management program, Measure O, and Health Action. The position will oversee Department planning and will allow the Department to provide planning services to its programs in Administration, Behavioral Health, Public Health, and Homelessness. By making the Health Program Manager position permanent, and by deleting a 0.8 full-time equivalent Health Program Manager vacancy currently designated for planning, the Department has an opportunity to create efficiencies and streamline its planning work while also creating greater alignment with its community partnerships by ensuring all planning work is overseen by the same manager.

### **Strategic Plan:**

This item directly support the County's Five-year Strategic Plan and is aligned with the following pillar, goal, and objective.

**Pillar:** Racial Equity and Social Justice

**Goal:** Goal 1: Foster a County organizational culture that supports the commitment to achieving racial equity.

**Objective:** Objective 2: Establish regular and publicly available reports on racial equity in County policies, programs, and services.

The Equity manager will support all objectives related to fostering an organizational culture that supports achieving racial equity, as well as the other goals under this Pillar.

**Pillar:** Organizational Excellence

**Goal:** Goal 1: Strengthen operational effectiveness, fiscal reliability, and accountability

**Objective:** Objective 1: Align the Board of Supervisor's strategic priorities, policy, and operational goals with funding and resources.

Making the time-limited HPM permanent ensures continuity in existing leadership across a number of key department and County strategic priorities.

**Prior Board Actions:**

On December 7, 2021 the Board 1) authorized the Interim Director of Health Services, or designee, to execute the continued COVID-19 Response Plan, obtain necessary resources, services, supplies, equipment, and other properties or needed for the protection of life and property, and to bind the County for the fair value thereof not to exceed the appropriations authorized by the Board for the COVID-19 Emergency response until the emergency declaration has ended at the local level and 2) adopted a budget resolution (resolution number 21-0506) authorizing adjustment to the Department of Health Services Fiscal Year 2021-2022 final budget to increase revenues and expenditures by \$7,511,664 to support continued COVID-19 response efforts.

On June 2, 2020 the Board adopted a personnel resolution amending the Department of Health Services allocation list, effective June 2, 2020, to 1) add 8.10 full-time equivalent positions and delete 1.0 full-time equivalent position as detailed in the attached resolution; 2) extend the term of a 1.0 full-time equivalent time-limited Health Program Manager position through June 30, 2022; and 3) extend the term of 3.0 full-time equivalent time-limited Social Service Worker III positions through June 30, 2021.

On November 12, 2019 the Board 1) approved a grant agreement with Community Partners to accept \$200,000 in revenue to support participation in the California Accountable Communities for Health Initiative through which the Department and Health Action will continue implementation of a local Accountable Community for Health to address the most pressing health issues facing our communities, for the period September 1, 2019 through August 31, 2021 and 2) adopted a resolution amending the position allocation list of the Department of Health Services to extend the term of an existing full-time time-limited Health Program Manager position through August 31, 2021.

On January 9, 2018 the Board 1) approved a grant agreement with Community Partners to accept \$600,000 in revenue to support participation in the California Accountable Communities for Health Initiative through which the Department and Health Action will continue implementation of an Accountable Communities for Health to address the most pressing health issues facing our communities, for the period September 1, 2017 through August 31, 2019 and 2) adopted a resolution amending the position allocation list of the Department of Health Services to extend the term of an existing full-time limited-term Health Program Manager position through August 31, 2019, effective January 9, 2017.

On September 13, 2016 the Board 1) approved a grant agreement with Community Partners to accept \$250,000 in revenue to support the Department and Health Action's participation in the California Accountable Communities for Health Initiative for the period September 1, 2016 through August 31, 2017 and 2) approved one new full-time time-limited Health Program Manager position to support this program.

**FISCAL SUMMARY**

<b>Expenditures</b>	<b>FY 21-22 Adopted</b>	<b>FY 22-23 Projected</b>	<b>FY 23-24 Projected</b>

Budgeted Expenses	94,653	384,929	
Additional Appropriation Requested			
<b>Total Expenditures</b>	<b>94,653</b>	<b>384,929</b>	
<b>Funding Sources</b>			
General Fund/WA GF			
State/Federal	46,764	176,611	
Fees/Other	47,889	208,318	
Use of Fund Balance			
Contingencies			
<b>Total Sources</b>	<b>94,653</b>	<b>384,929</b>	

**Narrative Explanation of Fiscal Impacts:**

Funding for the Equity Manager position comes from the California Equitable Recovery Initiative (CERI) grant from the California Department of Public Health which expires May 31, 2023. Appropriations for this position were included in the December 7, 2021 "COVID-19 Emergency Response Strategy, Appropriations and Delegated Authority Update" Board item (resolution number 21-0506).

Funding for the Health Program Manager position will be via deletion of a budgeted vacant permanent 0.80 FTE Health Program Manager and 1991 Health Realignment. No additional appropriations are required in FY 21-22 as this position is currently budgeted. The net increase in costs for FY 22-23 is estimated to be \$42,000.

<b>Staffing Impacts:</b>			
<b>Position Title (Payroll Classification)</b>	<b>Monthly Salary Range (A-I Step)</b>	<b>Additions (Number)</b>	<b>Deletions (Number)</b>
Department Program Manager	\$6,922 - \$8,413	1.00	0
Health Program Manager	\$7,488 - \$9,100	1.00	0.80

**Narrative Explanation of Staffing Impacts (If Required):**

Department Program Manager - The Department will work with the Human Resources Department, as necessary, to fill the position.

The 1.0 full-time equivalent time-limited Health Program Manager position is currently filled. Should the Board not approve making the position permanent, authority to implement layoff procedures would be requested in June as part of the FY 2022-2023 budget adoption process. Existing staff would need to be reassigned to a new manager.

**Attachments:**

Attachment 1 - Personnel Resolution

**Related Items "On File" with the Clerk of the Board:**

None